

Followership is Leadership

Lone Star State Type II IA Crew

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- 46 Crew members participated in the Followership to Leadership challenge, with 100% of the rostered crew members being involved.

Over the past year the Lone Star State Type II IA Crew has participated in the "Followership is Leadership" Challenges. The crew has undertaken several activities to help develop the followers on the crew into the front line leaders. Those activities will be highlighted within this document. This commitment to leadership from amongst the ranks was highlighted this year with the development of a lead by example award. This will also be addressed within this document. I would like to first address the dynamic of the Lone Star State Crew before moving into challenge activities.

The Lone Star State Type II IA Crew is made up of 46 employees from across the Texas A&M Forest Service (TFS). TFS does not have a dedicated Type II IA Crew. Instead, individuals who are interested in working in a hand crew format are asked to apply, then are rostered in squad form. This allows us to have a large base of individuals from across the state to form a crew when needed. The crew currently has rostered individuals from a variety of departments such as: Forest Resource Development (foresters), Forest Resource Protection (primary fire), Predictive Services, Training, and Finance. All crew members are required to be red carded at a minimum of FFT2 and arduous pack tested.

It is the goal of the Lone Star State Crew (LSS Crew) to take firefighters from a variety of back grounds and develop a program to help develop individuals while serving the needs of the State of Texas. Throughout the past year, the crew heightened followership to leadership while promoting the crew goals through many different facets. These including developing crew products for use, training, project work, and response. The following will go into detail about the activities the crew participated in over the last year.

Day to Day- Due to the crew being spread out across a very large area we had to develop a way to maintain chain of command while still being functional. The crew roster was split into three separate squads with primary squad leaders for each. An assistant squad leader was also assigned to each squad. This assistant is a mentee position. That mentee works under the squad leader for the year to learn the ins and outs of running the squad. They send emails, maintain crew member availability, and function as a squad boss on assignments. After a season of working as the assistant that individual becomes the primary squad leader. The individual that was the primary squad leader rotates back to a crew member position on the crew.

Currently the crew maintains one primary crew boss and two assistant crew bosses. If the primary crew boss is unavailable, the assistant crew boss takes over. If the primary crew boss is available as well as the assistants, the primary crew boss runs the crew and the assistants fill any needed positions, such as FFT2.

Training Exchanges- The LSS crew actively participated in multiple training exchanges in 2015. The Texas A&M Forest Service currently participates in a series of training exchanges with two separate cooperators. Texas Parks and Wildlife Division and TFS offer a series of (8) week long exchanges starting in early December. These exchanges take place across Texas on different state parks, historic sites or wildlife management areas. The LSS crew sent numerous individuals to multiple exchanges throughout the year. The crew also sent a full Type II IA crew to the last training exchange with TPWD.

The purpose of these training exchanges is to put individuals who are not first line fire leaders in those positions. It is a fairly controlled environment in which crew members can be put in situations that will push their skill sets and comfort level. They often include a variety of opportunities from Rx Fire, saw work, unit prep, scenarios, fire ecology classes, etc.

The main focus of the final training exchange was to get the crew to function as if they are on an incident, while added scenarios were thrown in. The crew was structured with trainees in all critical positions (CRWB, FFT1, FAL2) while the mentors fill in squad positions. This format allows for the crew to run as normal but allows individual to gain experience with limited risk. Mentors are always placed in the squads to help provide direction and leadership when needed. The scenario that the crew underwent was a simulated project fire with line and structure prep. The scenario was a total of three days. The crew spiked out at the park and hiked a mile and half to and from the line every day. This allowed the trainees to work out logistics for food, travel, and any other crew needs while adding the human factor.

The scenario ended with a simulated incident within an incident. A sawyer was told he was struck by a widow maker from a snag he was cutting. Crew members were then forced into action to stabilize the patient and evacuate him from the work site. Crew members took command, establishing an IC immediately. They quickly identified personnel for key roles such as patient stabilization, moving the patient to a handmade stretcher, and evacuation of the crew member. All crew members who participated in the simulated incident within an incident were trainees or FFT2 on the crew. In the end the crew member was stabilized and in the ambulance in just over 30 minutes.

The LSS hand crew also participated in training exchanges with the United States Forest Service. In total five crew members participated in an exchange to the Sam Houston National Forest. The squad consisted of one squad leader with a trainee and four crew members. This allows individuals on the squad to gain experience and learn some valuable leadership skills. Crew members were initially dispatched to support Rx burning across the forest. However, due to severe storms in the area the crew spent five days on the forest assisting with clearing forest roads of blow down. This provided great opportunity for crew members to work with others on saw qualifications while gaining great experience.

Crew Projects- The LSS crew plans and participates in several fuels reduction project across the state. These projects allow the crew to focus on training opportunities for crew members, as well as assist with needed fuels reduction to better protect communities. The crew operates on projects with trainees running the squads. The crew boss oversees the project as a whole to ensure that the objectives are being met.

Crew members highlight 'leading by example' by taking the opportunity to help develop their subordinates. This allows for those individuals with experience in this area to help them develop their skills. The crew is always looking at ways to help develop crew members so they may one day fill a leadership role. This is one way the crew achieves that goal.

Emergency Response- Since the development of the crew two years ago this was the first time LSS Crew had the opportunity to respond of state. The LSS crew responded to the Colville National Forest in Washington State. The crew supported fire operations across the National Forest responding to a number of fires. This provided great opportunity for the members of the crew to step up and help fill leadership roles.

Throughout the assignment individuals from all ranks within the crew stepped up and helped set the standard they felt the crew should operate at. Crew members enforced everything from fire camp etiquette to the dress code for the crew. The crew members took pride in the crew itself and the way it is perceived. Crew members also seized opportunities to lead by example and help train those who had never been on an assignment out west. Needless to say Texas does not do hose lays like the North West region. However, crew members were willing to immediately address the areas needing improvement.

The crew received excellent evaluations from the Three Rivers District FMO. The LSS Crew was requested back to the Colville N.F. That request was unfortunately denied due to response within Texas.

Crew Recertification Simulation- Every year the LSS crew participates in an annual recertification. This recertification is a daylong event that addresses the critical areas that a Type II IA Crew must be proficient. This year the annual crew re-cert was coordinated to be a weeklong event that included the annual pack test, safety refresher, crew meeting, hose lay training, and recertification simulation.

The crew meeting is designed to address any changes to the crew standards or SOPs and highlight any areas of concern. At this year crew meeting we developed two separate committees consisting of crew members to address these needs. The first committee was developed to address the need for re-cert training for FAL2s. Often times FAL2s are asked to cut at a much higher standard in complex situations. Sawyers requested permission to develop an annual FAL2 refresher that would focus on the complexities in which the sawyers cut. This refresher would be above and beyond the required agency saw refresher. The committee is comprised of four FAL2s and two FAL2 trainees.

After the assignment to Washington the crew bosses identified the need to develop a set of SOGs for the crew. The SOGs would line out specific day to day operations and what to do in given situations. For example, if the crew were to split into ten man modules, what would you do as a FAL2 on the crew? This set of guidelines would ensure the crew members are aware of their role to help the crew run smoothly in all situations. The committee for the SOGs is comprised of all squad leaders and their assistants. Both crew boss trainees were added as committee co-chairs. This ensures the crew members set the standards for the crew as they see fit and not the crew boss. Crew members make the crew function. The crew boss provides leadership and oversight.

Training at this year's annual refresher consisted of hose lays. This training created an open forum for crew members who have deployed extensive hose lays to share their knowledge. The crew then split into modules. The mods worked through two separate simulations that dealt directly with information that was just discussed. One simulation was a 2000' hose lay to a historic CCC structure. The

other was a structure protection simulation that dealt with protecting 12 separate cabins. Each module was given three and a half hours to complete each simulation. Crew members worked together to achieve the goal and complete each simulation successfully.

The crew recertification is a simulated Initial Attack Fire. The "fire" is coordinated by a three person review panel. That panel consists of the department head over the hand crew, the primary crew boss and one additional crew boss. For the sim the crew is ran by the crew boss trainee(s). The crew is dispatched to the simulated fire using a legal coordinate over the radio. The crew must then respond and locate the incident. The first crew boss on scene must then call in a size up to dispatch. The crew will take suppression actions until the fire is contained within holding lines.

The crew boss trainee(s) must make decisions throughout the day and address the changing fire conditions. The crew is continuously briefed by the proctors as to how the fire is behaving and burning. Pictures of fire behavior from past Rx burns are used to display current fire behavior. All crew members are put in situations that may exceed their comfort level. For example, one module was progressing hand line construction on the left flank near the head of the fire. The saw squad became well extended ahead of the diggers, two chains or more. The saw squad found themselves between the head fire and an undetected spot fire. The crew worked to regain line around the spot when they started to picking up multiple spots around them. The proctor was throwing pin flags to simulate spots. A crew member recognized the diminishing situation and said, "We are losing it! Fall back!" That crew member had a bias for action and he used his experience to identify what was happening. He quickly relayed his perception to the other squad members. That squad retreated to their safety during the "blow up." The crew immediately took the time to AAR the incident that had just taken place allowing them to immediately learn from it.

The primary goal of the crew recertification simulation is to ensure that all crew members are aware of their role. This simulation also allows the crew to ensure readiness prior to becoming available for assignments.

Lead By Example Award- This year the crew bosses developed an award for a crew member that best displayed outstanding leadership abilities within the crew. These abilities should be highlighting by the wildland fire leadership values of Duty, Respect, and Integrity. This award is nomination based and will be given annually. The nomination form is an adaptation of the Paul Gleason Lead by Example award nomination form. Nominations may only be made by other crew members. Crew bosses and crew boss trainees may not nominate or be nominated for this award. The goal was to develop and award for crew members who lead from within. After receiving all the applications a committee (the three crew bosses and the agency department head over hand crew ops) will then select a recipient.

A total of 11 Nomination forms were received nominating 7 different individuals. Some crew members received as many as three nominations. The committee met to review the applications and select an award winner. The committee spent over two and a half hours discussing all the applications before making a final selection. Each crew member that was nominated was very deserving of receiving this award. Some of the following excerpts from the nominations highlight the difficulty of selecting a winner.

Describe how the accomplishment supports the principles and values of the Lone Star State Crew.

Leading by example describes it all. He is always in the front doing what needs to be done and he shows respect to everyone on the crew. He is willing to listen to everyone's comments and is more than willing to help everyone get on the same page with the same objective and shows tons of dedication to the crew.
– Crocket Pegoda; FFT2

Describe the significance of the accomplishment made by the individual and how they reflect the leadership values Duty, Respect, and Integrity.

Gerald really contributes to a positive atmosphere on the crew, which in turn leads to good crew cohesion. He has shown his commitment to the crew by showing up for just about every roll (project or wildfire) in these first two years of the crew's existence. But he does more than just show up. His sense of humor puts crew members at ease and facilitates a sense of comradery. Though he has very solid wildfire experience from many years as a seasonal (and more recently FTE), he does not attempt to undermine the less experienced leaders or trainees on the crew, and in fact takes to heart any advice, mentoring, and instruction he receives, and encourages others to do the same. Conversely, though he is not part of the formal leadership structure of the crew, he takes initiative to mentor and teach some of the greener members of the crew (as well as our TIFMAS cooperators) in proper suppression techniques and general wildfire knowledge. He does this in a non-condescending way that his informal mentees appreciate.
Duty – Develop your subordinates for the future. ***Respect*** – Build the team; Know your subordinates and lookout for their wellbeing. ***Integrity*** – Know yourself and seek improvement; Set the example.
– Wade Powell; FAL2

After much discussion on the overall scope of leading by example, a winner was selected. Cody Lambert was selected to receive the first ever Lone Star State Hand Crew Lead by Example Award. Cody worked in an assistant squad leader during the 2015 season. Cody displayed all the values and principles of Duty, Respect and Integrity. He is always willing to help teach individuals who may not have as much experience. He also helps build crew cohesion in every situation. He's the guy who will help power through a five mile hike to a rappel fire by singing "Deep in the Heart of Texas." Cody was awarded a plaque as well as a Pulaski with a pine tree burned in the handle. The Pulaski will have the award recipient's initials burned in the handle. The Pulaski will then be passed on to the next award recipient. This award is a way to highlight crew members who really know "Followership is Leadership".

End State- The leadership for the LSS crew is organized and ran by individuals from across the agency. These individuals are not in leadership roles within the agency. All of the primary squad leaders on the crew are Resource Specialist from offices across the state. This highlights the crew embraces the values of "Followership is Leadership."

Objective of the Lone Star State Type II IA Hand Crew- Develop a state Type II IA Crew that shares innovation to develop a culture of "Followership is Leadership" to benefit crew members, the crew, the state of Texas, and other national regions as needed.

Throughout the last year the Lone Star State Crew has continuously promoted a culture of "Followership is Leadership" amongst its crew members. Each and every individual on the crew makes the crew successful as a whole. There is no such thing as a bad crew. Just a bad crew boss.

**Vis Unita Fortior
"United Strength is Stronger"**



Cody Lambert (left) receives the first ever Lead by Example Award at the annual crew meeting
from crew boss Steven Moore (right)



Crew members help evac an injured crew member in a simulated medical emergency



Celebrating a crew members birthday while on an assignment



Crew boss Steven Moore and crew boss trainee Jared Karns attend the 2015 South Canyon Staff Ride



Module Charlie hikes into the annual crew recert sim



Lone Star State Type II IA Crew

Colville N.F. Washington

Texas A&M Forest Service Type 2 IA Crew Roster 2016

Crew Boss- Steven Moore

Alternate Crew Boss- Rich Gray

Alternate Crew Boss- Bryan Collins

Crew Boss Trainee- John Will, Jared Karns

Squad A (Alpha) -Saw Squad-	Squad B (Bravo)	Squad C (Charlie)
Dustin Morris – FAL2 (T)/ Squad Leader	Jason Calvet - Squad Leader	Cody Lambert - Squad Leader
Colton Curles– FAL2 / Alternate Squad Leader	Jason Furmaniak- Alternate Squad Leader	Gerald Baker- Alternate Squad Leader
Danny Al-Batal- FAL2	Bryant “Del” Birdwell	Lee Andersen
Brian Backhaus- FAL2	Kevin Boyd	Mark Fikes
Jared Karns-FAL2	Nick Dawson	Kari Hines
Mike Kuhnert- FAL2	Corby Kokemoor	David Ivy
Andy McCrady-FAL2(T)	Joshua Mizrany	Zack Jones
Matthew Bernhardt- FAL3	Calvin Newman	Luke Kanclerz
Mitch LaMonte- FAL3 (t)	Dustin Palmore	Nicole Lang
Gabe Malhum- FAL3	Crockett Pegoda	Sal Machado
Will Rosen- FAL3	Wade Powell	Charles Sanson
Travis Sagebiel- FAL3	Tyler Slaydon	Jordan Smith
Logan Scherschel- FAL3	Matthew Whelan	Steven Smith
Kelly Weaver- FAL3(T)	Steve Willingham	Robert Webster
Blank	Blank	John Will
Blank	Blank	Blank
Blank	Blank	Blank



Lone Star State Type II IA Crew 2015 Year End Report

Over the last year the Lone Star State Crew has worked in a variety capacities that range from fire response to training and fuels reduction projects. Below is a highlight of the Lone Star State Crews accomplishments from the 2015 fiscal year.

Emergency Response

- **Washington Wildfire Response- Colville National Forest** **7/5-7/23**
 - 5 fires for 83 acres burned
 - 1.6 miles of shaded fuel break completed on the forest

Fuels Reduction Projects

- **McDonald Observatory Fire Wise Project** **3/8-3/10**
 - 23 Crew members
 - 7 acres treated
- **Crest Trail Project- Ft Davis Nature Conservancy** **3/11-3/14**
 - 23 Crew members
 - 12 acres of shaded fuel break completed
 - \$14,500,000.00 values protected
- **TPWD Training Exchange- Purtil Creek State Park** **4/6-4/10**
 - 22 Crew members
 - 1.2 miles of fire line prepared by removing 4 acres worth of snags
 - 3 Historic structure protected
- **USFS Training Exchange – Sam Houston National Forest** **5/17-5/22**
 - 5 Crew members
 - 13.1 Miles of FS road cleared of blowdown
- **Camp Swift Pine Stand Thinning – Camp Swift National Guard Base** **7/6-7/10**
 - 8 Crew members
 - 15 acres of pine stands thinned
- **Ponderosa Pine Stand Restoration- Ft. Davis Nature Conservancy** **8/3-8/7**
 - 5 Crew Members
 - 1.2 acres prepped for natural reseeding



Crew Training

- **Crew Recertification Training – Tyler State Park** 4/11
 - 22 crew members
 - 3 acres simulated IA fire
 - Fireline construction
 - Simulated incident within an incident (injured crew member)
- **South Canyon Staff Ride – Glenwood Springs, CO** 5/19-5/22
 - Steven Moore and Jared Karns
 - Participate in the south Canyon Staff Ride in Glenwood Springs, CO

2015 Accomplishments

- 5 Fires in Washington for 83 acres
- 6 Fuels Reduction Projects for a total of:
 - 15.9 miles of Road Cleared
 - 2.8 Miles of Shaded Fuel Break Completed
 - 3 Structures Protected
 - 34 Acres Treated
- 24 Crew Members Attended Training
 - 244 Hours of Training Received

Texas Type 2 IA Crew Code of Conduct

- Treat others as you expect to be treated
 - Respect –
 - open line of communication amongst crew members
 - use chain of command then crew meeting to work out differences
 - Safety, policy and procedure are not negotiable
- Everyone is held to the same standards no matter what their position.
- A job well-done deserves recognition
- Maintain control of yourself and crew at all times
- Communication should be open, honest and respectful and go both up and down the chain of command
- Be dedicated to the safety and well-being of the entire crew
- Be reliable
- Be accountable
- Crew business will be kept within the crew
- Crew will always maintain a positive crew image through their professionalism and integrity

“Vis Unita Fortior”

“United Strength is Stronger”



Lone Star State Type II IA Crew Mission Statement

The Texas A&M Forest Service Type 2 IA Crew is a professional state and national all-risk management resource. We strive to maintain the highest standards for training, work ethic and fireline effectiveness. Through communication, motivation, and a commitment to the standards and traditions set by TFS, the crew will work to continually maintain a level of excellence in any and all situations.



**Lone Star State Type II IA Crew
Leadership Award**

Complete the information below to submit your nomination.

**Email form as an attachment to: Smoore@tfs.tamu.edu
OR**

Date 9/24/15

Your information

Name	<u>Dustin Morris</u>
Email Address	<u>dmorris@tfs.tamu.edu</u>
Phone Number	<u>979-204-7154</u>

Information for individual being nominated *

Name	<u>Cody Lambert</u>
Home Unit	<u>Ft. Stockton</u>
Crew Position	<u>Alternate Squad Leader / ICT5</u>
Phone Number	<u>432-312-1040</u>
Mailing Address	<u>180 A Street, Suite C Ft. Stockton, TX 79735</u>

**Only crew members at an FFT1/ICT5 and below may be nominated*



In the spaces below, explain in precise detail why you are nominating the individual for this award. Nondescript responses may cause a nomination to be rejected. Limit your response to 250 words (1 page) per criteria.

Describe the significance of the accomplishment made by the individual and how they reflect the leadership values Duty, Respect and Integrity.

Lambert always steps up to the leadership role whether it is leading his squad or being the lead of a mod during the training exchanges. He has a way of keeping the moral of the crew up while also leading by example when it comes to the values of Duty, Respect and Integrity making good impression for the crew wherever he goes. He is always pushing the crew members around him to work hard and better themselves. Lambert never complains about an assignment instead he just gets to work and leads his squad to successful completion of that assignment.

Describe how the accomplishment supports the principles and values of the Lone Star State Crew.

Lambert works hard to get assignments done efficiently and safely while taking advantage of training opportunities, during exchanges and in the field, for himself and other crew members.

Describe the scope of the accomplishment, considering the available resources.

Cody has shown to be a leader in multiple cases from working his squad in everyday fireline activities to taking charge of an incident within an incident during saw training to running a saw mod in the Sam Houston National Forest. It doesn't matter if he has work on the same kind of task at hand before or not, he will take charge and do the best job possible to get the job done. He is always willing to learn and is not afraid to ask questions when needed and takes advantage of the other more experienced crew members knowledge when he feels his limits are being pushed.

CREW PERFORMANCE RATING		INSTRUCTIONS: This rating is to be used only for determining an individual's fire fighting qualifications. All blocks must be completed. Crew will be rated by the immediate supervisor, not crew representative. If deficiencies are indicated for items 9 and 10, explain in item 11.			
1. Crew Name and Number <i>Lonestar T2IA</i>		2. Fire Name and Number <i>Deep lake WA-NES-000679</i>		3. Crew Boss (name) <i>Moore</i>	
4. Crew Home Unit and Address		5. Location of Fire (complete address) <i>NE Washington Deep lake</i>			
6. Crew Representative		7. Dates on Fire <i>7/8 - 7/11</i>		8. Number of Shifts Worked <i>3 1/2 shifts</i>	
9. Crew Evaluation				11. Areas Needing Improvement	
Rating Factors	Excellent	Satisfactory	Deficient	Needs To Improve	<ul style="list-style-type: none"> • Crew Cohesion • Take Initiative on own to perform assigned tasks.
Physical Condition		X			
Hot Line Construction		X			
Mop-Up		X			
Off Line Conduct		X			
Use of Safe Practices	X				
Crew Organization and Equipment		X			
Other (specify)					
10. Supervisory Performances					
Crew Boss		X			
Squad Bosses		X			
Crew Representative		X			
12. Names of Outstanding Workers (comment)				13. Names of Individuals Needing Improvement (indicate area(s))	
14. Remarks <i>Good crew to work with. I'm positive that this crew will be very successful after working together for a while and building up the Crew Cohesion. Good Job!</i>					
15. Crew Boss (signature) <i>[Signature]</i> This rating has been discussed with me.				16. Date <i>7/13/15</i>	
17. Rated By (signature) <i>[Signature]</i>		18. Home Unit (address) <i>Santa Fe National Forest Coyote Ranger District R3 New Mexico</i>		19. Position on Fire <i>TFLD (t)</i>	
				20. Date <i>7/13/2015</i>	

CREW PERFORMANCE RATING		Instructions: This rating is to be used only for determining an individual's fire fighting qualifications. All blocks must be completed. Crew will be rated by the immediate supervisor, not crew representative. If deficiencies are indicated for items 9 and 10, explain in item 11.			
1. Crew Name and Number <i>Loxstar IA 20</i>		2. Fire Name and Number <i>Security and ABC Miu</i>		3. Crew Boss (name) <i>Steve Moore</i>	
4. Crew Home Unit and Address <i>PO Box 1901 Bastrop TFS; Bastrop TX 75602</i>		5. Location of Fire (complete address) <i>Several fires in NE Wash w/ Caliente NF and Wash. DC</i>			
6. Crew Representative		7. Dates on Fire <i>7/11/15 - 7/20/15</i>		8. Number of Shifts Worked <i>14</i>	
9. Crew Evaluation				11. Areas Needing Improvement	
Rating Factors	Excellent	Satisfactory	Deficient	Needs to Improve	
Physical Condition		X			
Hot Line Construction		X			
Map-Up		X			
Off Line Conduct	X				
Use of Safe Practices	X				
Crew Organization and Equipment	X				
Other (specify) <i>Attitude</i>	X				
10. Supervisory Performances					
Crew Boss	X				
Squad Bosses	X				
Crew Representative	X				
12. Names of Outstanding Workers (comment) <i>Steve Moore Rich Gray and all their FFTs</i>			13. Names of Individuals Needing Improvement (indicate area(s))		
14. Remarks <i>The crew had a great attitude, had several days on various fires (Type III and some Type II's). They were flexible, worked hard and did project work when not on fires. In short, they did a fantastic job.</i>					
15. Crew Boss (signature) <i>[Signature]</i> (indicating has been discussed with me.)				16. Date <i>7/20/15</i>	
17. Evaluator (signature) <i>[Signature]</i> <i>Shane Rolson</i>	18. Home Unit (address) <i>255 W. 11th Kettle Falls WA 99141</i>		19. Position of Fire <i>Duty Officer</i>		20. Date <i>7/20/15</i>